



RESOURCES FOR VIRGINIA'S

DOWNTOWNS

An introductory reference guide on the most frequently used resources for the revitalization of Virginia's commercial districts. Includes brief explanations and contact information on financial incentives, loan and grant programs, and sources of technical assistance.

TAXATION & FINANCING

Service Districts -- Any locality may create a service district to "provide additional or more complete services of government than are required in the city (county or town) as a whole." A separate assessment on real estate within the district may be used for a variety of purposes including physical improvements and maintenance, general business promotion, facilities operation and staffing. (Code of Virginia, Sections 15.2-2400 through 2403).

Assessments for Local Improvements -- Section 15.2-2404 of the Code of Virginia allows local governments to tax or assess abutting properties for local improvements including constructing, improving, replacing or enlarging sidewalks, streetlights, alleys, curb and gutter, water and sewer lines, and amenities such as benches and waste receptacles.

Community Development Authorities -- Cities, towns and certain counties may create community development authorities and issue tax exempt revenue bonds to develop and manage facilities and services including roads, parking, utilities, streetlights, landscaping, security, maintenance, recreation, schools, etc. A separate and additional tax on real estate may be assessed to pay the debt service on the bonds. (Code of VA, Sections 15.2-5152 through 5158 and 15.2-5125 through 5133).

Tax Increment Financing (TIF) -- Any locality may create TIF districts to stimulate private investment in development project areas. TIF district boundaries are set and the current or "base assessed value" of tax revenue is determined. In the ensuing years the base value continues to go to the locality's general fund, but any increase in revenue due to redevelopment (the *increment*) is placed in a separate TIF Fund. TIF funds are usually used to pay off debt incurred to provide redevelopment incentives such as land assembly and site preparation, infrastructure improvements, etc. (Code of VA, Sections 58.1-3245 through 3245.5).

Real Estate Tax Abatement -- Local governments may "provide for the partial exemption from taxation of real estate on which a structure no less than 20 years of age has been substantially rehabilitated." Taxes are paid on the pre-rehab value of the building for up to fifteen years, and can apply to residential, commercial or industrial properties. This has been substantially revised as of July 1, 1995. (Code of Virginia, Sections 58.1-3220 and 3221). Real estate tax abatement of up to 25 years is also allowed for hotel/motel properties at least 35 years of age which are rehabilitated for residential use. The abatement may be up to 90% of the structure's value after renovation. (Code of VA, Section 58.1-3220.01).

Local Technology Zones -- All cities, counties and towns may designate one or more zones to offer up to ten years of incentives and regulatory flexibility, including reductions of gross receipts tax and permit fees, special zoning, etc. (Code of VA, Sec. 58.1-3850).

Entitlement to Certain Sales Tax Revenues -- Certain cities may use sales tax revenue generated within a new, renovated or expanded public facility (publicly-owned auditorium, coliseum, convention or conference center) to pay costs of acquisition, construction and start-up operations (Code of VA, Sec. 58.1-608.3)

TAX CREDITS

Federal Investment Tax Credit for Certified Historic Rehabilitation -- Federal income tax credits are available for 20% of the cost of rehabilitating a certified historic structure, or 10% for non-certified structures built before 1936. Virginia Department of Historic Resources at (804) 367-2323 or www.dhr.virginia.gov.

State Tax Credit for Historic Rehabilitation -- A state income tax credit is available for rehabilitating a historic structure listed (or eligible for listing) on the Virginia Landmarks Register (either individually or as a contributing structure in a historic district). The credit is calculated as 25 percent of eligible renovation costs for projects in year 2000 and beyond. Credits may be used by individuals, partnerships and corporations, and may be carried forward for up to five years. Virginia Department of Historic Resources (see listing above).

Qualified Equity and Subordinated Debt Investments Tax Credit -- Virginia taxpayers may receive a credit equal to 50 per cent of the amount they invest in a qualified Virginia-based business (most professional services are ineligible) with annual revenues below \$5 million. The maximum annual credit per taxpayer is \$50,000, and unused credits may be carried forward up to fifteen years. The investor must not be compensated by the business for any services rendered, and must maintain the equity investment for five years. (Code of VA section 58.1-339.4). Virginia Department of Taxation at (804) 786-2992 or www.tax.virginia.gov.

Americans With Disabilities Act -- Federal tax credits and deductions are available to businesses that make reasonable and necessary expenditures to remove accessibility barriers according to the standards of the ADA. Section 44 of the IRS code allows a **credit** of up to \$5,000 annually for small businesses, while section 190 provides for a **deduction** of up to \$15,000 annually for all businesses.

Enterprise Zones -- The Virginia Department of Housing & Community Development (DHCD) administers the Enterprise Zone program, which designates local districts within which businesses creating jobs and improving facilities can receive state tax credits on income and sales taxes and for real property improvements, grants for creating jobs, and other state and local incentives for job creation. (804) 371-7030 or www.dhcd.virginia.gov/EZones.

Low-Income Housing Tax Credits -- The Virginia Housing Development Authority (VHDA) allocates federal tax credits for acquiring/constructing/renovating rental units for low-income persons. Contact program director, Jim Chandler at (804) 343-5786 or go to www.vhda.com.

Neighborhood Assistance Act -- Businesses can receive a tax credit of 45% of their investment in approved community service projects that benefit low income individuals and areas (Code of VA, sections 63.1-320 through 325). Eligible uses include job training and daycare centers, cultural programs, and neighborhood renovations. Credits may also be taken for donations of materials, employees' paid time and services, etc. Maximum credit per year is \$175,000. Administered by the Virginia Department of Social Services at (804) 692-1895 or www.dss.state.va.us/business/nap.html.

New Markets Tax Credits -- Investors such as banks, corporations, organizations, or individuals can receive a tax credit of 39% over seven years for their investment in qualified Community Development Entities (CDEs) that in turn invest in profit-generating community development projects in low-income areas. CDEs with tax credit allocations (Wachovia Community Development Finance and the National Trust for Historic Preservation are the only ones covering the entire state of Virginia) may also invest in local CDEs without allocations (like Lynchburg Community Loan Fund) that also operate in their service area. Applications for CDE

certification are accepted on a rolling basis. The next round of NMTC allocations will be awarded in 2005. For more information go to http://www.cdfifund.gov/what_we_do/programs_id.asp?programID=5.

LOANS & GRANTS

Appalachian Regional Commission -- ARC provides matching grants up to \$500,000 through DHCD to 23 counties and five cities in western and southwestern Virginia for projects fostering economic and community development and human resource improvements. Recently-funded projects have included small business incubators, workforce training, water and sewer, health care resources and more. (804) 371-7061 or www.dhcd.virginia.gov/CD/ARC.

Arts and Urban Design -- The National Endowment for the Arts' **Visual Arts** program provides matching grants for art-in-public places and the **Design Arts** program promotes architecture, planning, preservation, urban design, etc. Grants generally range from \$5,000 to \$100,000 and require a match of at least 1:1. (202) 682-5452. For info on NEA's other programs call (202) 682-5400 or www.arts.gov.

The Virginia Commission for the Arts has several matching grant programs such as local government challenge grants, general operating support for arts organizations, technical assistance grants, and touring performance artist grants. (804) 225-3132 or www.arts.virginia.gov.

Save Outdoor Sculpture! (SOS!) is a joint project of Heritage Preservation and the Smithsonian American Art Museum. SOS! provides technical assistance and referrals for conserving outdoor monuments and sculpture. 888-767-7285 or www.heritagepreservation.org/PROGRAMS/SOS/sosmain.htm.

Community Development Block Grants – DHCD distributes federal funds to cities and towns with populations under 50,000 and counties under 200,000 (larger “entitlement” jurisdictions receive funds directly from the U.S. Department of Housing & Urban Development). **Community Improvement Grants** and **Planning Grants** are awarded to local governments for projects that meet the national program's objectives (principally benefiting low- and moderate-income persons, prevention or elimination of slums or blight, and addressing an urgent community development need). Planning grants (up to \$25,000) may be used for community-based strategic planning and capacity building, structural and needs assessments, environmental and engineering studies, market and feasibility analyses, physical planning, etc. Community Improvement Grants (up to \$2 million) may be used for comprehensive community development, housing rehab, urgent needs, and economic development (including microenterprise loan pools, Section 108 loan guarantees, and real estate redevelopment to distressed communities). Open submission usually runs from January through the summer. Contact Denise Ambrose, Program Manager, at (804) 371-7061 or go to www.dhcd.virginia.gov/CD/CDBG.

Economic Development Administration -- The U.S. Department of Commerce's E.D.A. (www.doc.gov/eda) has grant programs to stimulate job creation through economic development research, planning, implementation and technical assistance. Eligible applicants include nonprofits, individuals, firms and governments. Virginia is served by the Philadelphia Regional Office at (215) 597-4603.

Energy Efficiency – US Department of Energy's Rebuild America program offers energy efficiency technical assistance such as workshops for property owners, energy audits on specific buildings; downtown energy efficiency planning assistance; and identification of local contractors who offer discounted services and/or equipment through the Rebuild America Business Partners Network. For more information contact Annette Osso, **Virginia Sustainable Building Network**, (703) 486-2966, osso@vsbn.org or www.vsbn.org.

Foundation Grants – Between 2000 and 2001, foundations gave more than \$16.8 billion. The Foundation Center in New York City publishes **The Foundation Directory**, which provides information on up to 74,000

foundations on a subscription basis. The *Directory* lists foundations based on specific fields such as arts and culture, community and urban development, recreation, etc. <http://fconline.fdncenter.org> or (800) 478-4661.

The Directory of Virginia Foundations offers information on more than 1,000 private, corporate and community foundations incorporated in the Commonwealth of Virginia. The directory is available in four formats: online subscription (which is updated on a regular basis), CD-ROM, floppy disk, and loose-leaf binder set. Foundation profiles include: contacts, trustees, assets, grants awarded, application guidelines, deadlines, grant recipients and amounts. Cost between \$255 and \$350 depending on medium www.grantsconnection.com.

GuideStar, the national database of U.S. charitable organizations, gathers and distributes data on more than 850,000 IRS-recognized nonprofits. Registered 501(c)(3)s may update their information and access online giving/donation services free of charge by registering at www.guidestar.org. Both grantmakers and donors often consult the information available on GuideStar while vetting requests, applications and appeals for funding. www.guidestar.org.

The **Virginia Foundation for the Humanities & Public Policy** awards matching grants for historical, cultural and public policy programs. (804) 924-3296 or www.virginia.edu/vfh.

Housing -- The VHDA Office of Non-Profit Affairs publishes the annual **Virginia Housing Directory** online. The directory provides program summaries and contact information for nearly ninety state and federal housing programs operating in Virginia. A list of local non-profit housing organizations is indexed by locality name at www.vhda.com/Apps/HousingDirectory/Housing.htm. **DHCD's Housing Division** administers several grant and loan programs for non-profits and local governments (804) 371-7100 or www.dhcd.virginia.gov/housing. The **Virginia Community Development Corporation** is a statewide non-profit that leverages private investments with the federal Low Income Housing Tax Credits to provide financing and technical assistance for small, difficult-to-develop projects serving lower income residents. (804) 343-1200 or www.vacdc.org.

The US Department of Housing and Urban Development (HUD) will allocate Approximately \$5 million in funds (translating to 10 to 15 awards) of Fiscal Year 2004 funds for HUD-recognized Main Street projects that include affordable housing. The purpose of the **HOPE VI Main Street Program** is to provide grants (up to \$500,000) to small communities to assist in the production (both rehab and new construction) of affordable housing in conjunction with an existing program to revitalize an historic or traditional central business district, known as a Main Street Area. Applications are accepted annually and should be submitted electronically to Grants.gov. (202) 708-1112 or <http://www.hud.gov/offices/pih/programs/ph/hope6/grants/mainstreet/>.

Title 36 of the Code of Virginia -- the Housing Authorities Law -- allows cities and counties to create local or regional **Redevelopment and Housing Authorities**. Sections 36-48 through 36-55 provide the authority to carry out redevelopment and conservation of blighted areas -- including the acquisition and resale of property, rehabilitation or clearance of commercial and residential structures, and use of loans or grants -- in accordance with an approved plan. Such activity may be accomplished by issuing bonds, and can include provision of facilities for recreation and education, streets and sidewalks, water/sewer/drainage, etc. RHAs may also contract to provide services to other localities.

Inmate Labor -- Localities can request that non-violent offenders be provided as laborers on community work projects such as painting, debris removal, highway maintenance, construction and renovation of public facilities (parks, schools, civic centers, etc.), land clearance, etc. The local governing body must pass a resolution accepting the labor, and submit a proposal with scope of work. (804) 674-3221 or www.vadoc.virginia.gov.

Litter Prevention & Recycling -- The Virginia Department of Environmental Quality provides grants to individuals, organizations and governments for regional or statewide litter prevention and recycling education. For more information go to <http://www.deq.virginia.gov/recycle/programs.html> or contact Steve Coe at (804) 698-4029.

Parks & Recreation –The Virginia Department of Conservation and Recreation's Division of Planning and Recreation Resources administers the **Virginia Outdoors Fund**, which provides matching grants for acquisition and development of public outdoor recreation areas and facilities. (804) 786-3218 or www.dcr.state.va.us/pr/vof.htm.

The **Kodak American Greenways** Awards Program, a partnership project of the Eastman Kodak Company, The Conservation Fund, and the National Geographic Society, provides small grants to stimulate the planning and design of greenways in communities throughout America. Nonprofits (preferred) and public agencies are eligible to apply for amounts in the \$500 - \$2500 range. (703) 525-6300, greenways@conservationfund.org or www.conservationfund.org/?article=2372.

Preservation Planning, Surveys & Projects -- The **National Trust for Historic Preservation** has grant and low-interest loan programs, including Save America's Treasures, for preservation planning, establishing local revolving loan funds, saving endangered landmarks, etc. Contact NTHP Financial Programs at (202) 588-6054 or <http://www.nationaltrust.org/funding/>.

The Virginia Department of Historic Resources (VDHR) provides a small pool of grant funds set aside specifically for communities designated as *certified local governments* (CLGs). All local governments and planning district commissions in Virginia are eligible to apply for DHR's **Survey and Planning Cost Share** grants (<http://www.dhr.virginia.gov/survey/Survey1.htm>). Funds are awarded for preservation planning and survey projects. Contact Susan Smead, Survey and Planning Cost-Share Program Coordinator, at ssmead@dhr.virginia.gov or (804) 367-2323, ex. 107.

The National Park Service offers a wide variety of services for preservation including its **Historic Preservation Planning program**. NPS links communities with their state preservation planning agency (VDHR) and offers technical assistance and/identifies other technical service providers. Contact NPS national office at nps_hps-info@nps.gov or VDHR (Catherine Slusser, (804) 367-2323, ext. 104 or cslusser@dhr.virginia.gov) for more information.

The National Park Service **Historic Surplus Property Program** allows state, county and local governments to obtain surplus federal properties at no cost if the property is listed in or eligible for listing in the National Register of Historic Places. Historic properties transferred under this program may be used for public facilities, such as museums and government offices; properties can also be leased to not-for-profit organizations and to developers who may be eligible to take advantage of federal preservation tax incentives for historic buildings. Questions about specific properties in Virginia may be directed to Alisa McCann at (215) 597-0651.

Rural Development -- The Rural Development Division (formerly the Farmers Home Administration) in U.S. Department of Agriculture provides loans, loan guarantees, grants and technical assistance to public bodies and nonprofits for small business creation, job retention/expansion, community facilities, housing, utilities and intermediary relending primarily in communities with populations less than 50,000. (804) 287-1552 or www.rurdev.usda.gov.

Small Business Financing -- *Business expansion loan guarantees* are available through the **Virginia Small Business Financing Authority**, a state entity which guarantees loans for inventory, fixed assets and working capital. VSBFA also has loans up to \$15,000 for equipment of renovations of child day care centers. (804) 371-8254 or <http://www.dba.virginia.gov/financing/>. VSBFA also publishes *Virginia Capital Resources Directory*, an online guide to grants, microloans, short and long term debt financing, and venture capital at <http://www.dba.virginia.gov/financing/crd/>.

The U.S. **Small Business Administration** (804-771-2400 or www.sba.gov/va) provides loan guarantees of up to \$750,000 for a variety of general business purposes, including inventory and working capital. Loans of up to \$150,000 are available with a simple one page application. Long term, low rate financing for real estate and equipment is possible through the Certified Development Co. (504) program. The statewide Development Company is Virginia

Asset Financing Corp. (703-476-0504) and there are five local companies as well. Loans of up to \$250,000 are available through the Pre-qualification loan program to many businesses that do not have access to regular commercial credit. Contact your local Small Business Development Center to see if you are eligible. Loans of under \$25,000 are available through SBA approved micro-loan lenders. Rural Development in USDA provides **Rural Business-Cooperative Services** such as business enterprise grants, intermediary re-lending loans, business and industry direct loans and guaranteed loans. For more information, contact Kent Ware, Program Director, at 804-287-1557 or Kent.Ware@va.usda.gov.

DHCD administers the **Virginia Enterprise Initiative (VEI)** to fund local organizations that then provide startup or expansion funding and technical assistance to microenterprises (less than five employees, including the owner). Contact Victoria Taugner (804) 371-7063 or www.dhcd.virginia.gov/CD/VEI.

The Virginia Employment Commission publishes *Virginia Business Resource Directory: A Guide to Services Available to Existing and Potential Businesses*. Available for download from the VEC website, the *Guide* addresses business planning, financing, management and marketing www.vec.state.va.us/vecportal/lbrmkt/vbrd.cfm.

TEA-21 Transportation Enhancements -- The Virginia Department of Transportation distributes federal enhancement funds provided by the Transportation Equity Act for the 21st Century (TEA-21, formerly ISTEA) for projects meeting one or more of the ten eligibility criteria. Uses include acquiring historic sites, rehabilitating and operating historic transportation buildings, and beautification projects. VDOT provides up to 80% of project cost on a reimbursement basis. The remaining 20% must come from local non-federal sources. Nonprofits and individuals may apply, but projects must be endorsed by local government and require a public hearing. Funds are also channeled through local government. <http://virginiadot.org/projects/pr-enhancegrants.asp> or (800) 444-7832, (804) 786-2872 in the Richmond area.

Tourism -- The Virginia Tourism Corp. distributes matching grants for marketing through the **Tourism Cooperative Advertising Fund**. Applications must come from local destination marketing organizations, along with other partners, to fund new projects promoting Virginia attractions to out-of-state audiences, www.vatc.org.

Urban Forestry -- The Virginia Department of Forestry administers the Urban & Community Forestry Assistance matching grant program. Nonprofits, civic and community groups, and local governments are eligible for awards between \$1,000 and \$20,000. Applications typically due in late spring/early summer. Contact VDF urban forestry coordinator Paul Revell at (434) 977-6555. www.dof.virginia.gov/urban/index.shtml.

TECHNICAL ASSISTANCE ORGANIZATIONS

National **Main Street** Center, National Trust for Historic Preservation (202) 588-6219 www.mainstreet.org

Virginia **Main Street** Program, Department of Housing & Community Development (804) 371-7030
mainstreet@dhcd.state.va.us www.dhcd.virginia.gov/MainStreet

Downtown Research & Development Center (212) 206-7979 www.DowntownDevelopment.com

International **Downtown** Association (202) 293-4505 www.ida-downtown.org

Virginia **Downtown** Development Association www.virginiadowntown.org

Virginia Commission for the **Arts** (804) 225-3132 www.arts.virginia.gov

American Society of **Association Executives** (202) 626-ASAE (2723) www.asaenet.org

Keep Virginia **Beautiful** (804) 355-0085

Pedestrian and Bicycle Information Center 919.962.2203 www.bicyclinginfo.org

BoardSource 1-800-883-6262 www.boardsource.org

Building and Fire Regulation, Virginia Department of Housing and Community Development (804) 371-7150
www.dhcd.virginia.gov/BFR

National **Business Incubation** Association (614) 593-3854 www.nbia.org

Virginia **Business Incubation** Association (540) 344-6402 www.vbia.org

Office of Community **Capacity Building**, Virginia Department of Housing & Community Development (804) 371-7075 www.dhcd.virginia.gov/CD/OCCB

Center for Livable **Communities** (800) 290-8202 www.lgc.org/center

Partners for Livable **Communities** (202) 887-5990 www.livable.com

Community Development Division, Virginia Department of Housing & Community Development (804) 371-7030
www.dhcd.virginia.gov/CD

Virginia Commission for National and **Community Service**, Department of Social Services (804) 692-1950
www.vaservice.org

Consumer Expenditure Survey www.bls.gov/cex

Crime Prevention Unit, Virginia Department of Criminal Justice Services (804) 786-8467
www.dcjs.virginia.gov/cple

National **Crime Prevention** Council, (202) 261-4170 www.ncpc.org/ncpc/ncpc/?pg=2088-10856

Labor Market and **Demographic Analysis**, Economic Information Services Division, Virginia Employment Commission (804) 786-8223 <http://velma.virtuallmi.com/>

Community **Design** Assistance Center, Virginia Tech (540) 231-5644 <http://cdac.arch.vt.edu/default.html>

National Institute for **Dispute Resolution** (202) 466-4764

Virginia Tech Office of **Economic Development** (540) 231-5278 <http://www.econdev.vt.edu>

Center for Community **Economic Development**, U. of Wisconsin (608) 265-8136 www.uwex.edu/ces/cced

International **Economic Development** Council (202) 223-7800 www.iedconline.org

Virginia **Economic Development** Partnership (804) 371-8100 www.yesvirginia.org

Virginia **Economic Developers** Association (757) 412-2664 www.vedanet.org

Virginia **Electronic Commerce** Technology Center (757) 594-7092 www.vectec.org

International **Festivals & Events** Association www.ifea.com

Virginia **Festivals & Events** Association (757) 635-7597 or 800-599-VFEA www.vfea.com

Virginia **Film** Office Virginia Tourism Corporation (804) 371-8204 www.film.virginia.org

Government **Finance** Officers Association (312) 977-9700 www.gfoa.org

American **Forests** (202) 955-4500 www.americanforests.org/graytogreen

Urban Forestry Program Virginia Department of Forestry (434) 977-6555 www.dof.virginia.gov/urban/index.shtml

Virginia Urban Forest Council www.treesvirginia.org

GSA Urban Development/Good Neighbor Program (202) 501-1856
<http://www.gsa.gov/Portal/gsa/ep/channelView.do?pageTypeId=8195&channelPage=%2Fep%2Fchannel%2FgsaOverview.jsp&channelId=-12897>

American Greenways Program, The Conservation Fund (703) 526-6300 www.conservationfund.org

Virginia Department of Historic Resources (804) 367-2323 www.dhr.virginia.gov

Housing Division, Virginia Dept. of Housing & Community Development (804) 371-7100
www.dhcd.virginia.gov/Housing

Internal Revenue Service www.irs.ustreas.gov/businesses/index.html

Heartland Center for Leadership Development 1-800-927-1115 www.heartlandcenter.info

Community Mediation Center (540) 434-0059 www.cmcmediation.com

Virginia Mediation Network (804) 285-3373 www.vamediation.org

Main Street Movie House Foundation (410) 435-3583

Virginia Municipal League (804) 649-8471 www.vml.org

Institute for Environmental Negotiation, University of Virginia (804) 924-1970 www.virginia.edu/ien

Nonprofit Risk Management Center (202) 785-3891 www.nonprofitrisk.org

Planning Advisory Service, American Planning Association (312) 431-9100 www.planning.org

Association for the Preservation of Virginia Antiquities (804) 648-1889 www.apva.org

National Park Service, Heritage Preservation Services (202) 343-9593 www.cr.nps.gov/hps/pad

National Trust for Historic Preservation (202) 588-6000 www.nationaltrust.org

Rails to Trails Conservancy (202) 331-9696 <http://www.railtrails.org>

Reconnecting America (Transportation) (505) 426-8055 www.reconnectingamerica.org

Council of Independent Restaurants of America (502) 583-3783 www.dineoriginals.com

Rural Development, U.S. Dept. Of Agriculture (Richmond Office) (804)287-1551 www.rurdev.usda.gov

U.S. Small Business Administration (804) 771-2400 www.sba.gov/va

Small Business Development Centers, Virginia Department of Business Assistance (703) 277-7700
www.virginiاسبdc.org

National Center for Small Communities, (202) 624-3550 www.smallcommunities.org/ncsc

Virginia Statistics, University of Virginia - Cooper Center for Public Service www.coopercenter.org/econ/VASTAT

League of Historic American Theatres (410) 659-9533 www.lhat.org

Virginia Tourism Corporation (804) 786-2051 www.VATC.org

Tree City USA (402) 474-5655 www.arboday.org/programs/treecityusa.html

Urban Land Institute (202) 624-7000 www.uli.org

The Waterfront Center (202) 337-0356 www.waterfrontcenter.org

VIRGINIA MAIN STREET TECHNICAL ASSISTANCE FILES

Adaptive Reuse

Advertising for Retailers
Americans With Disabilities Act
Annual Report Samples
Antiques
Arts, Culture & Entertainment in Downtown

Bibliographies

Bicycling Events
Big Box Retailers 9dealing w/ WalMart)
Board Members Handbook
Building Codes
Building Inventory Forms
Business Assistance
Business Continuation
Bylaws - Samples

Carrousels

Centralized Retail Management
Chamber Relations
Churches\Religious Institutions
Citizen Participation
Community Development Authorities
Community Development Corporations
Community Initiated Development
Community Policing
Community Reinvestment Act
Consultants - Sample Contracts
Copyrights
Crime Prevention
Cruising Ordinances
Customer Commitment Contract

Demolition

Design - Architectural
Design - Architectural Review
Design - Graphics Samples
Disaster Relief

Easements (historic preservation, facades)
Economic Development - General Information
Entrance Corridors & Gateways
Evaluations - Miscellaneous

Facade Incentive Program

Farmers Market
Faux Downtowns

Filming Movies Downtown

Fire Prevention
Fiscal Management
Foundation Grants
Franchise Operations
Fundraising (Sources of)

Gambling

Government Uses In Downtown
Greenways\Rails To Trails

Health Insurance

Historic Districts
Housing - Downtown

Incubators (see Small Bus. Incubators)

Internet
ISTEA Transportation Enhancements

Landscaping

Loans Pools
Local Government Relations
Location Neutral Businesses

Mail Order Business Information

Market Analysis
Market Analysis Data
Marketing to Target Niches (boomers, elderly)
Media Relations
Microbreweries
Murals
Museums

Neighborhood Assistance Act

Neighborhood Commercial Districts

Organization - Boards & Committees

Organization – Board Orientation
Organization - General Information
Organization - Local Agreements
Organization - Leadership Development
Organization - Membership Development
Organization - 501(C3) Application
Organization - Workplans, How to Develop
Outlets/ Off Price Retailing

Parking

Pedestrian Malls
Pigeon/Bird Control
Pro Forma Analysis
Program Managers - Employment Contracts
Program Managers - How to Hire
Program Managers - Job Advertisements
Program Managers - Job Descriptions
Program Managers - Supervision & Evaluation
Promotions - Advertising/Image
Promotions - Christmas
Promotions - Downtown Business Directory
Promotions - Easter
Promotions - Evaluation Forms
Promotions - Festivals, Special Events
Promotions - Father's/Mother's Days
Promotions - Newsletter Samples
Promotions - Halloween
Promotions - Retail
Promotions - Shop Downtown
Promotions - Walking Tour Brochures
Promotions - Welcome Service
Public Art
Public Improvements
Public Relations

Real Estate Development
Reconnaissance Visits - General Info
Recruitment - Brochure Samples
Recruitment - General Info
Redevelopment & Housing Authorities
Regional Main Street Programs
Resource Team Reports - Samples
Resource Team Visits - General Information
Retail Assistance Programs
Retail Development
Retail/Commercial Lease Samples
Retail Location Analysis

Service Districts
Sidewalk Cafes/Street Vendors
Signage: Ghost Signs
Signage Regulations
Skateboarding
Small Business Development
Small Business Incubators
Small Cities Program
Social Issues (homelessness, panhandling, etc.)
Special Events - Children's Events
Strip Revitalization

Surveys - Community
Surveys - Merchants, Shoppers
Surveys - Program Managers

Tax Abatement
Tax Credits, New Markets
Tax Incentives for Historic Buildings
Tax Increment Financing
Technology Zones
Theaters
Tourism
Traffic Calming
Train Station Reuse
Transportation (general; by-passes; trolleys)
Trees

Universities as Downtown Developers
Urban Main Street Program

Virginia-Made Products
Visual Merchandising
Volunteer Management

Waterfront Revitalization

Zoning for Downtowns
Zoning – First Floor Retail